

CURRENT PROCEDURES

Requests for General Intelligence Briefings

- All requests are routed to and received by Public Affairs.
- Public Affairs declines when it considers the group or event inappropriate.
- When considered appropriate, Public Affairs recommends the event and/or speaker at its daily meeting with the DDCI, who approves or disapproves.
- Public Affairs follows up by either declining disapproved events or by arranging approved events.
- In the case of visiting academic groups, Public Affairs coordinates with the NFAC Academic Coordinator (Public Affairs handles general intelligence briefings to academics; NFAC handles substantive briefings).
- HR ☐ covers presentations to non-government organizations.

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Requests for Substantive Briefings and/or Appearances at Symposia.

- Agency officers are often contacted directly or take the initiative to appear at professional symposia and academic fora, including appearances before university students.
- Officers process such requests within their own components for approval.
- Components are required by regulation (HR ☐) to coordinate such requests with Public Affairs, Security, Central Cover when applicable, and the Academic Coordinator when applicable, but only when the officer intends to make a presentation; i.e., a simple appearance requires nothing more than component approval.
- Appearances at international conferences or conventions require submission of a Form 879 (Outside Activity Approval Request) to OS/EAB (See HR ☐) .
- Responses to Congressional requests for Agency presentations may also be component-approved, but Legislative Liaison Branch must coordinate (HR ☐) .

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Coordination With Recruitment Division

- No established procedures exist that provide for Agency recruitment needs to be presented during appearances of Agency officers before public audiences.
- Public Affairs has a close working relationship with Recruitment; therefore, Agency recruitment needs are more apt to be presented during Public Affairs-sponsored activities.

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The DCI and DDCI's speeches (and speeches by other Agency officers) came about as a result of requests received from outside. HR [] prohibits employees from soliciting or initiating requests for speeches. OPA assessed the source of the request and notified or consulted []

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[] Office of Personnel (OP) recruiters, the Office of Security (OS) and others as appropriate. (The former DCI and certain other speakers have invited [] OP recruiters to exploit their appearances outside the Washington area to make useful contacts.) In considering whether or not the DCI or DDCI should accept an invitation, OPA placed considerable weight on whether either had spoken in the city or area in question in the recent past. If OPA's review indicated acceptance was in order, it sent a memorandum to the DCI/DDCI containing background information, a proposed itinerary and possible speech topics. After receiving a positive response, OPA gathered whatever additional material was required and made travel reservations and other necessary arrangements. Each speech or appearance required several work days in OPA.

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Between 1977 and 1980, speeches for the DCI were prepared by a Special Assistant in his office. Each speech was used with minor changes for as many as five different audiences. OPA provided background material for the DDCI's speeches, although the DDCI did most of the actual drafting.

When DCI Turner departed, the focal point for speech research and writing for the DCI shifted to OPA. OPA initially found it difficult to adjust to this new task, but

eventually handled it rather well. Chief, Presentations Staff did most of the
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speechwriting, with substantial editorial input from the DPA and his deputy.*

Presentations Staff also handled much of the logistic support for DCI appearances. The DDCI did not rely on OPA for speechwriting or logistic support.

Presentations by Other Agency Officers

During the Turner era, in addition to speeches and appearances of the DCI, and DDCI, there were a variety of presentations by second and third echelon** Agency personnel, encouraged and supported by OPA.

All told, second and third echelon speakers gave 177 individual presentations from the beginning of 1977 - 30 April 1981. Of this total, 47 presentations were made to college and university audiences, and 24 to high schools. The year-by-year breakdown follows:

1977	3
1978	42
1979	37
1980	67
1981 (first four months)	28
Total	<u>177</u>

Below is a list of institutions addressed from the beginning of 1977 - 30 April 1981 by officers other than the DCI and DDCI, omitting high schools and colleges. We are providing this detailed listing to illustrate the number of audiences Agency officers addressed during this period which had limited interest in intelligence matters. Some of

*As indicated in Chapter I, Chief, Presentations Staff has been transferred to OTE, and it is unclear how much of the speechwriting function will remain in PAB.

**"Second echelon" is used here to refer to Deputy Directors, independent office chiefs, and other senior Agency personnel. "Third echelon" speakers ranged from GS-11 to GS-15.

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these audiences received two or three visits from Agency speakers within this time
frame.

Advertising Council, Inc.
Aerospace Industries Association
Aerospace Industries of America
AFIO
American Legion National Convention
American Legion Post 20
American Newspaper Publishers Association
Alumni Clubs
Armed Forces Communications Electronics Association, Norman,
Oklahoma Chapter
Army Intelligence Reservists
Association of District Court Judges (Va.)
Business-Government Relations Council
Chambers of Commerce
Close Up
Combustion Engineering Corporation
Cost Analysis Symposium, 13th Annual
Editorial Page Editors
Madison Explorer Post
The Exchange Club
Independent Telephone Pioneers Association
Industrial College of the Armed Forces
Interamerican Defense College
International Club of Los Angeles
International Communications Agency
International Trade Administration
Jewish Center, New York
McGraw-Hill Program
Melpar Professional Enhancement Program
National Conference for Young Leaders
National Foreign Trade Council
National Newspaper Association
National Security Industrial Association
National Student Symposium, Eleventh Annual
National Tool and Die Machinists Association
National War College Womens Club
NATO Defense College
Naval Academy
Navy Chiefs at NSA
New York State Society
Old Crows Association (electronic warfare veterans)
Oregon Civil Servants Association
Panax Newspapers
Portland International Affairs Association
President's Executive Exchange

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Rotary Clubs
Salesmen's Club, Dallas
San Antonio Energy Symposium
Sertoma Club of Alexandria
Sigma Delta Chi (press fraternity)
Special Tactics and Equipment Association
Spokane Civic Leaders' Group
Steel Shipping Container Institute
Summer Interns
Temple Shalom
Tysons Corner Optimist Club
US Senate Youth Program
Utilities Conservation Conference
Veterans of Foreign Wars
Washington Center for Learning Alternatives
Washington Hebrew Congress
Washington Industrial Round Table
Washington Journalism Center Conference
West Point Language Clubs
White House Fellows Annual Meeting
World Affairs Council International Forum
Young Presidents Organization

In addition, there are two important government-wide orientation programs in which CIA has participated for a number of years and which contribute to the overall Agency public relations posture. The Brookings Institution conducts a program for business executives, which involves their visiting the CIA for briefings and lectures. The CIA reference point for the Brookings program is the Office of Training and Education (OTE); OPA's involvement tended to be marginal. The second program, the "Presidential Classroom," brings high school leaders to Washington for lectures at various agencies. OPA was the CIA referent for this activity, and Chief, Presentations Staff lectured to "Presidential Classroom" groups about 10 times per year. Overall, CIA reaches about 400 business executives and 4000 high school students annually through these programs.

The primary second echelon speakers were two NIOs, an NFAC office director and several NFAC division chiefs. These individuals gave unclassified speeches on general

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topics such as US relations with China, trade in Europe in the 1980s, world economic and political issues and the world energy situation.

Third echelon speakers gave the majority of the speeches in the period under review. These speakers consisted mainly of officers from OPA and an occasional middle-graded officer from the National Photographic Interpretation Center (NPIC), Office of Legislative Council (OLC) and OTE.* A large proportion of their speeches were given to college, university, high school and alumni groups on the general subject of the role of the Agency in the US Government.

OPA arranged these appearances without notifying the offices of the DCI or DDCI, but took into account DCI and DDCI speaking engagements before making a commitment to provide an Agency speaker. OPA provided thematic guidance to speakers if requested, but many second and some third echelon speakers relied on their own experience for speech material.

Some speakers who did seek OPA assistance complained that the guidance they received was simplistic or insufficient to prepare them for sensitive audiences or hostile situations. Inadequate guidance, combined with their own lack of experience, was in a few instances a problem for third echelon speakers with narrow Agency backgrounds who were asked to address audiences on general CIA matters. Senior Agency managers believe, and we agree, that the Agency should not use inexperienced or narrowly specialized officers for public appearances, unless the topic of their presentation is related to their area of expertise.

* DS&T officers state that it is generally difficult for them to give public speeches on topics related to their specialties as they must continually skirt the borders of secrecy, particularly in responding to questions; one NPIC officer, however, has participated actively in the public speaking program. DO officers avoid public appearances because of cover considerations.

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At the same time, OPA observed that our most high ranking officers were not necessarily our most effective public speakers. Several senior officers ranked low in style, substance, and the ability to handle Q & A sessions.

As part of its guidance, OPA normally provides speakers a Q&A book intended to prepare them to respond to audience questions on topics of current news interest. We believe that packaged Q&A responses may get inexperienced speakers into difficulty. The "A's" OPA provided were complete, accurate and plausible. Yet, when sensitive issues are raised, even the most cleverly crafted response is unlikely to shut off discussion, particularly if a hostile questioner is out for blood, and by responding the speaker may encourage and possibly widen the area of debate. It is better in many cases to urge speakers to answer forthrightly but non-factually to hostile questions. Chief, Presentations Staff himself used an effective formula: "If I believed that report (charge, allegation, etc.) were true, I wouldn't be on this platform today." Several speakers we interviewed recommended that speakers at the outset indicate the sole topics on which they will accept questions—i.e., the topics on which they have expertise.

Taking these reservations into account, we believe PAB should ensure that all speakers are advised of intelligence-related issues of current public interest and CIA's position on them. Some speakers who did not seek OPA guidance did not receive the "Q & A" briefing. Also, speakers would profit from more detailed information on their audiences and the experiences of previous Agency speakers before those audiences. PAB should establish procedures to convey information of this sort to speakers on a routine basis.

Speakers uniformly praised OPA logistic support as excellent. At the same time, some noted that while OPA frequently sent its personnel to monitor speeches, they rarely provided any feedback or advice. We understand PAB is correcting this deficiency.

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Participants and Other Officers' Assessments
of the Public Speaking Program

Most second and third echelon speakers we interviewed believe that the impact of their speeches was transitory and of negligible benefit to the Agency. As the list on pp. II. 5-7 indicates, most of the organizations they spoke before had little material interest in intelligence or foreign affairs. Almost all groups inviting CIA to send speakers were pro-Agency, and we tended to be preaching to the converted. Some of the groups addressed by senior and middle ranking officers, including several in distant locations, were quite small. On the other hand, some speakers felt that they had derived benefits from associating with groups with whom they shared professional concerns; that is, they were able to make useful contacts, exchange information and broaden their perceptions.

Senior Agency officers generally believe that the Director and Deputy Director, as major government figures, should be known to the public at large, and that presentations by the DCI in particular are from time to time a political necessity. Agency officers were not concerned that the DCI and DDCI spoke to groups with no basic interest in intelligence, realizing that whenever our two top leaders made presentations, they were automatically addressing a wider audience.

A few senior officers believe that the pro-Agency campaign conducted by the former DCI and DDCI may have contributed to refurbishing the Agency's image. However, almost all agree that such an intensive program no longer seems useful or necessary. Moreover, a number of Agency leaders argue that the Agency's image country-wide was not nearly so bad in the late 1970s as some in Washington thought.

Also, senior DO managers complain that the intensity of the Turner-Carlucci campaign contributed to CIA's high profile and, along with other aspects of this problem, such as FOIA, leaks, etc., helped to disaffect liaison services and make potentially valuable sources wary of dealing with us. OP and directorate officers involved with

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recruitment found the DCI's campaign had little impact on the quantity or quality of applicants or their attitudes towards the Agency. Employees generally believe that speeches in which the Agency's leaders praised CIA capabilities, defended past actions, or argued the Agency's indispensability amounted to self-promotion and were counterproductive.

25X1 Senior [] officials were emphatic on this last point, and cited the business
25X1 community's adverse reactions to DCI Turner's speeches stating that the Agency had
been "cleaned up." As far as [] business contacts were concerned, the Agency had
performed well in the past and did not need to be "cleaned up."

Generally, Agency personnel interviewed believe our speakers should stress economic, political or technical topics rather than Agency-related themes, contending that our officers convey the best impression when they talk on subjects on which they have unique expertise. Clearly, however, if appearances continue, personal preference will and should play a major role in the selection of speech topics.

Special Issue: Public Speaking and Recruitment

Speakers have mixed reactions regarding the utility of addressing academic audiences at the college or graduate school level. Many said they did not make much impact on these audiences. At least one senior officer, however, noted that in a recent campus visit several students approached him afterwards regarding a CIA career. He had indirectly but deliberately touched on the advantages of working for CIA during his campus appearances. Other Agency speakers at universities generally presented straightforward addresses on Agency history, functions and organization. Career management personnel of various directorates who make recruitment trips to universities confirm that it is the career-oriented approach in speaking engagements that attracts

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the greatest interest on campuses these days. Conversely, they believe that students quickly forget an abstract lecture on CIA or intelligence-related matters.

Since the Agency is having difficulty recruiting qualified personnel in certain categories, we suggest that presentations to higher academic institutions be encouraged, but that they be viewed less as a public affairs activity and more as part of the recruitment process. In addition to a modest reorientation of subject matter, as discussed above, this requires a careful selection of speakers from among officers known to have good rapport with the younger generation. OPA did little evaluation of speakers. We believe that such evaluation is necessary. Also needed is a more structured collaboration between PAB and OP than exists at present. OP should provide general briefings for speakers scheduled to appear at campuses on Agency recruitment needs and related topics. In addition, PAB should arrange for prior consultation between the speaker and the appropriate faculty member so that speeches can be related to elements of the university's academic program and thus be made more relevant to student concerns.

It is further evident that effectively planned campus visits can serve as a vehicle for developing lasting relationships with senior university faculty members and administrators, which could have recruitment, public relations and substantive dividends. This too argues against the mere lecture-giving approach that some senior officers have adopted towards university appearances and in favor of prior contact between the speaker and university personnel.

NFAC has its separate academic relations program, through which analysts participate in university seminars and similar functions. This activity has both recruitment and public affairs overtones. NFAC officers use their participation in university seminars for talent spotting. Moreover, their expertise creates a good

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impression of the Agency as a whole. We believe this activity needs to be coordinated more effectively with PAB and OP on-campus efforts. At the same time, we recognize that an NFAC officer's participation in an academic function serves essentially as a means for sharpening his professional skills, and should not be viewed primarily from a recruitment standpoint.

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